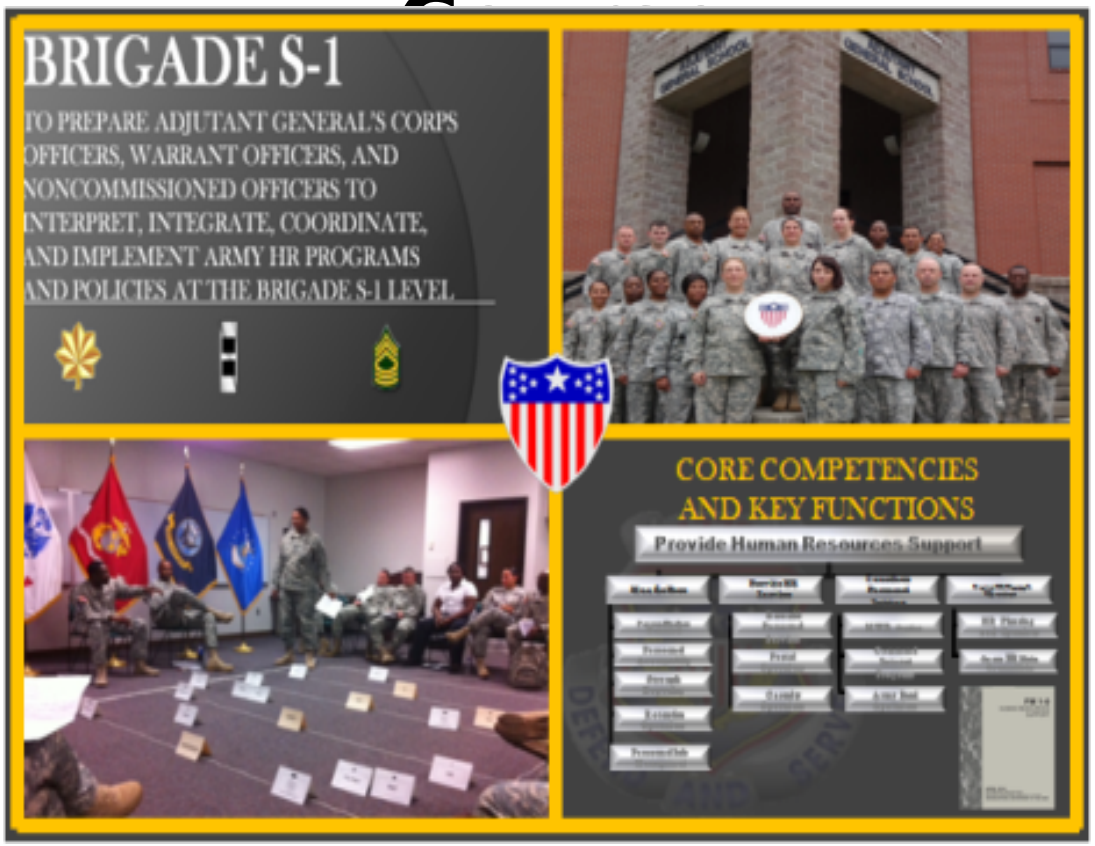
Brigade S-1 Operations


BRIGADE S-1
TO PREPARE ADJUTANT GENERAL'S CORPS OFFICERS, WARRANT OFFICERS, AND NONCOMMISSIONED OFFICERS TO INTERPRET, INTEGRATE, COORDINATE, AND IMPLEMENT ARMY HR PROGRAMS AND POLICIES AT THE BRIGADE S-1 LEVEL
CORE COMPETENCIES AND KEY FUNCTIONS
Provide Human Resources Support

Course Training Overview

May 2016

Senior Leader Training Division
Adjutant General School

Outline

- Course Design
- Course Objectives
- Course Themes
- Human Resources Planning and Operations
- Design Methodology
- Adult Learning
- Critical Thinking
- Human Resources Core Competencies
- The Human Resources Professional
- Graduation Requirements

Course Design

- A two-week resident course that trains Brigade S-1 personnel on operational / tactical HR programs, processes, systems and plans

Presentations reinforce professional development and how to
execute HR doctrine:

- HR Enabling Systems (Mission Command Nodes)
- HR Core Competencies
- SRC 12 and Theater HR Relationships
- **Final HR Planning exercise (Capstone Exercise)**

- Based on the Adult Learning Model and the Thayer Teaching Method

- Assignments are to reinforce what is learned, completed

Course Objectives

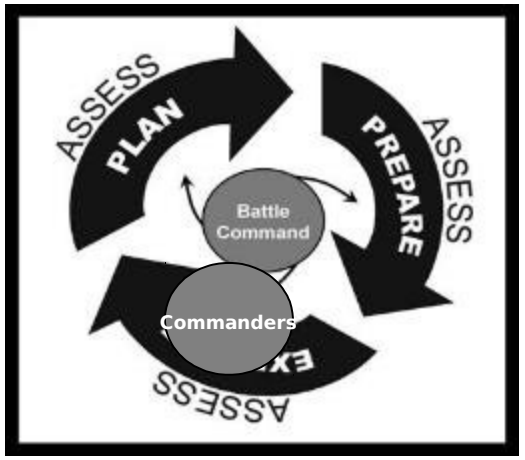
- Relate and apply HR policies to their organization
- Design related training for their organizations
- Apply operational knowledge of HR processes, systems, tools, and resources
- Analyze higher headquarters operational plans, identify tasks that relate to their organization, and design the wartime HR plan for their organization
- Articulate how impacts of transformation initiatives, doctrine, and organizations will affect Army HR in the future
- Lead their HR teammates with confidence

Course Themes

- Reinforce relationship between doctrinal core competencies and enabling Human Reources enabling systems
- Develop technical competence in HR core competencies at the Brigade S-1 level
- Develop knowledge in personnel planning and theater-level HR support
- Emphasize AC/RC integration challenges and process differences

HR Planning and Operations

- Effective HR Planning and Operations requires HR providers to have a firm understanding of the **full capabilities** of HR units and organizations



- HR providers must understand how to **employ doctrine** in any operating environment and be **technically competent** in the current **HR systems, processes, policies, and procedures**

- ATP 4-94 (Theater Sustainment Command), ADP and ADRP 4-0 (Sustainment), ATP 4-93 (Sustainment Brigade), ATP 1-0.2 (Theater-Level Human Resources Support) give responsibilities on the Support Operations Officer (SPO), Human Resources Sustainment Center (HRSC) and HR Operations Branch (HROB)

Human Resources Planning

Design Methodology

Frame an operational environment

Current

What is going on?

Understand the current conditions of the operational environment.

Desired end state

What should the environment look like?

Visualize the desired conditions of the operational environment.

Frame the problem

What are the obstacles impeding progress toward the desired end state?

Develop an operational approach

What broad general actions will resolve the problem?

Develop the plan

Using the military decision making process (MDMP):

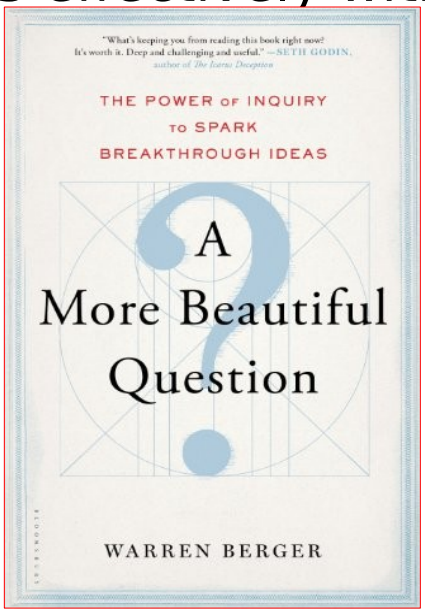
1. **Receipt of Mission**
2. **Mission Analysis**
3. **Course of Action Development**
4. **Course of Action Analysis**
5. **Course of Action Comparison**
6. **Course of Action Approval**
7. **Orders Production**

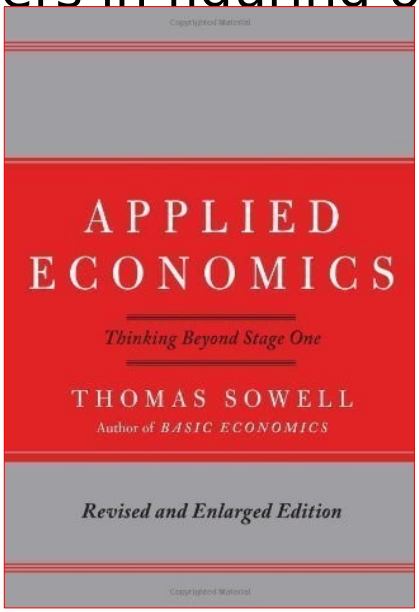
Adult Learning

- Based on recognizing and building on experience
- Being action oriented
- Being self directed and based on self motivation
- Being task or problem centred
- Focus on the learning process rather than just the knowledge content

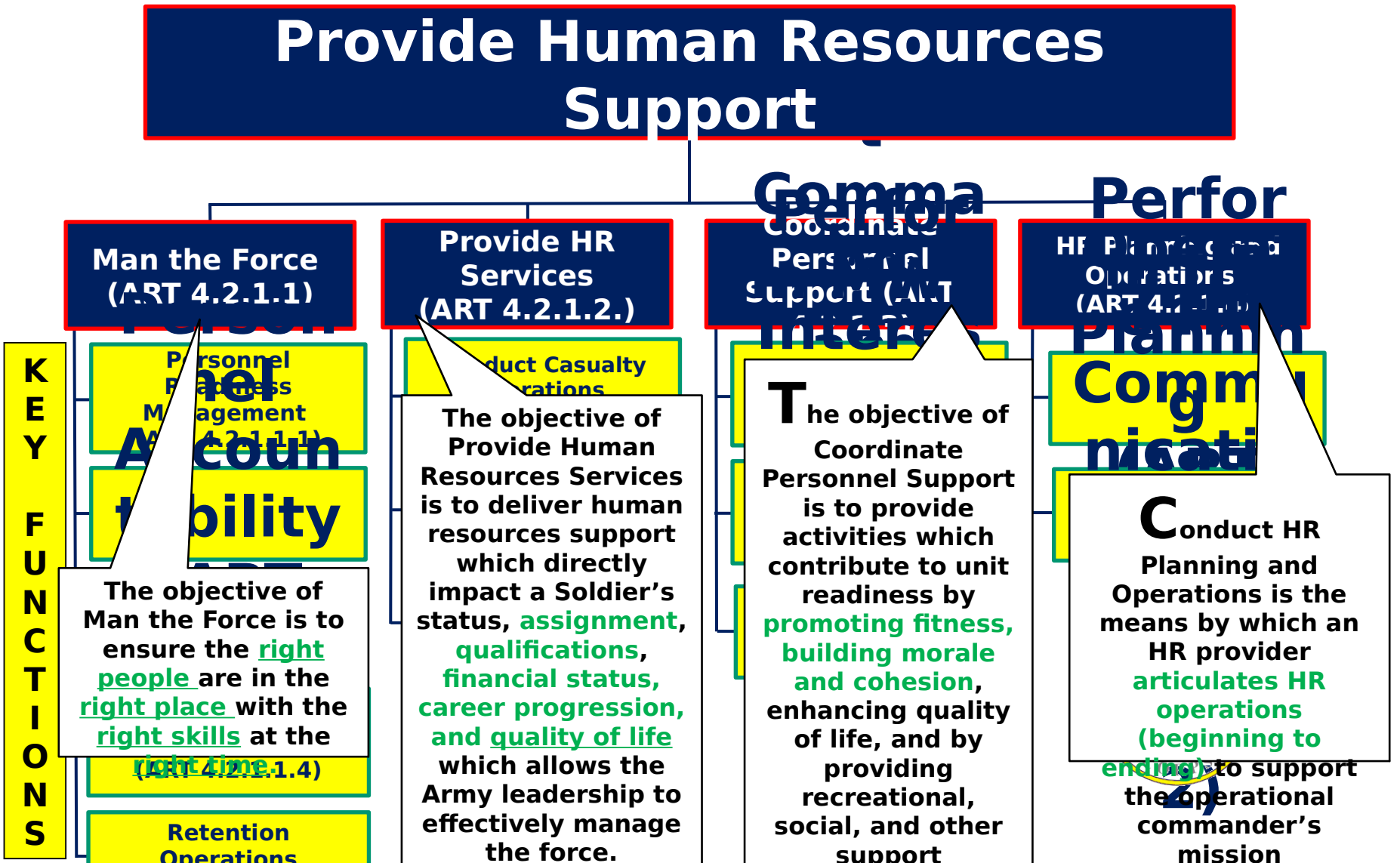
Critical Thinking

- Active and skillful conceptualizing, applying, analyzing, synthesizing, evaluating of **information** gathered from observation, experience, reflection, reasoning, or communication, as a guide to **belief or action**
- A well cultivated critical thinker raises **vital questions and problems**, formulating them **clearly** and **precisely** and **communicates** effectively with others in figuring out **solutions** to **complex prob**


"What's keeping you from reading this book right now? It's worth it. Deep and challenging and useful." —SETH GODIN, author of The Icarus Deception
THE POWER OF INQUIRY TO SPARK BREAKTHROUGH IDEAS
A More Beautiful Question
WARREN BERGER



Human Resources Core Competencies


Provide Human Resources Support
Man the Force (ART 4.2.1.1)
Provide HR Services (ART 4.2.1.2.)
Coordinate Personnel Support (ART
HR Planning and Operations (ART 4.2
KEY FUNCTIONS
Personnel Readiness Management (ART 4.2.1.1.1)
Conduct Casualty Operations (ART 4.2.1.1.4)
Retention Operations (ART 4.2.1.1.5)
The objective of Man the Force is to ensure the right people are in the right place with the right skills at the right time.
The objective of Provide Human Resources Services is to deliver human resources support which directly impact a Soldier's status, assignment, qualifications, financial status, career progression, and quality of life which allows the Army leadership to effectively manage the force.
The objective of Coordinate Personnel Support is to provide activities which contribute to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and by providing recreational, social, and other support services for Soldiers, DOD
Conduct HR Planning and Operations is the means by which an HR provider articulates HR operations (beginning to ending) to support the operational commander's mission requirements.

The Human Resources Professional

- They must possess the necessary technical and operational expertise to **advise commanders** on the human dimension of readiness in decisive action
- They must be able to **comprehend and integrate** the organization, structure and doctrine of the Army as it evolves in the face of rapidly changing situations
- They must be able **to employ automated HR systems** and common software applications in order to manage present requirements, prepare for near-term developments and forecast future requirements.
- They must be able to **operate in Joint Interagency Intergovernmental and Multinational (JIIM) environments** and leverage capabilities beyond the Army in achieving their objectives
- Our Human Resources professionals must embrace the role of the Adjutant as the **trusted agent of the commander**

DA Pam 600-3, Chapter 36

Graduation Requirements

- **Quiz (must earn 70 percent to pass)**
- **Writing Assignment (must earn 70 percent to pass)**
  - **TRADOC Pamphlet 525-3-7, The U.S. Army Human Dimensions Concept**
- **Final Examination (must earn 70 percent to pass)**
- **Capstone Exercise (Go or No-Go)**
  - **First 30 Days**
  - **ARFORGEN: RESET**
  - **ARFORGEN: TRAIN/READY**
  - **ARFORGEN: AVAILABLE**
  - **Deployment / Redeployment**
- Practical Exercises (not graded)
- Class Participation (encouraged)
- **Professional Conduct; disruptive behavior will not be tolerated**